

PERFORMANCE COUNSELING WORKSHEET		
NAME		SUPERVISOR
ORGANIZATION		2 ND LEVEL SUPERVISOR (Optional)
PAY PLAN, SERIES/GRADE	RATING PERIOD	
ORGANIZATION'S MISSION/OBJECTIVES		
<p>PURPOSE. The primary purpose of counseling is to define organizational mission and values, discuss individual job expectations and performance, reinforce good performance/work related behavior, identify and correct problem performance/work related behavior, and enhance the employee's ability to set and reach career goals. The best counseling is forward looking, concentrating on the future and what needs to be done better. Counseling should be timely. Counseling should begin with feedback from the employee about his/her performance before giving your feedback. Answer these questions: What worked? What did not? What would you do differently?</p> <p>RULES FOR COUNSELING.</p> <ol style="list-style-type: none"> 1. Conduct counseling face-to-face 2. Use this form and a working copy of the performance plan for conducting performance counseling and recording counseling content/dates. 3. Conduct counseling initially at the beginning and again at the midpoint of the rating period 		<p>AFTER COUNSELING</p> <ol style="list-style-type: none"> 1. Summarize key points of the counseling on the back of this form and initial in the block provided. You may attach additional pages. 2. Give the employee the form to review/initial. 3. If the employee gave written input, attach it. 4. Give the employee a copy and keep the original to use for the next counseling session.
<p>CHECKLIST – COUNSELING AT THE BEGINNING OF THE RATING PERIOD</p>		<p>CHECKLIST – LATER COUNSELING SESSION(S)</p> <p>PREPARATION</p> <ol style="list-style-type: none"> 1. Schedule the counseling session with the employee. Tell him/her to come prepared to discuss accomplishments and review requirements and effectiveness of any completed training. 2. Review notes from the last session. 3. Consider whether priorities or expectations have changed. 4. For each requirement, answer these questions: What has the employee done? What was done well? Why? What could have been done better? Why? 5. Make notes to help focus when counseling. <p>COUNSELING</p> <ol style="list-style-type: none"> 1. Discuss job requirements and areas of special emphasis and priorities that have changed or that are new. Ask the employee if he/she is having problems and needs your help. 2. If the employee gives written input, review it. 3. Tell the employee how he/she is doing. Talk specific examples of observed actions/results. Discuss differences in your views. Offer assistance if needed. The goal is to help the employee succeed. 4. Give examples of excellence performance that occurred or could have occurred. 5. At least during the midpoint counseling session, discuss the employee's career goals, the effectiveness of training, and the employee's potential to perform higher level or different tasks. <p>AFTER COUNSELING</p> <ol style="list-style-type: none"> 1. Follow the same procedures for documenting, initialing, and dating as you did for the initial session. 2. At the end of the rating period, use the checklist to prepare the employee's evaluation. After the performance plan has been signed by the second level supervisor (if required) and it is returned to you, discuss with the employee. After the employee signs, the Supervisor submits the evaluation to the servicing personnel office for filing.
<p>PREPARATION</p> <ol style="list-style-type: none"> 1. Schedule the counseling session and notify the employee; suggest the employee write down or be ready to discuss expectations and requirements. 2. Get a copy of the employee's position description, the counseling checklist, and a blank evaluation form. 3. Think about how each outcome or critical element of the performance plan supports the mission/objectives of the organization. 4. Decide what you consider necessary for success in each outcome or critical element. Be specific 5. Make notes to help you with counseling. <p>COUNSELING</p> <ol style="list-style-type: none"> 1. Discuss mission/objectives of organization and how his/her performance contributes to success of organization. 2. Discuss items that require top priority effort (<i>areas of special emphasis</i>)—realizing this may change later. 3. Discuss what tasks and level of performance you expect for success. Review employee's written input if he/she provides it 4. Discuss competencies needed to perform duties. Ask employee for ideas about what how he/she might perform assigned duties. 5. If you and the employee have different views, discuss them until you both are clear on requirements. Even if the employee disagrees, he/she must understand what you expect. 6. Emphasize the employee's positive strengths. Give examples of what excellence performance is to give the employee specifics to aim for. 7. Ask the employee about career goals and training needs. 		

FOR POSITIONS WITH SUPERVISORY/MANAGERIAL DUTIES

USE THESE DEFINITIONS TO EVALUATE SUPERVISORS AND MANAGERS

BUSINESS RESULT Interprets, communicates, implements and applies DOT strategies, goals, objectives, policies and procedures. Develops operational and/or program strategies for attaining delivery of products and services that result in customer satisfaction or performance meeting pre-determined objectives. Effectively brings about changes to achieve significant and sustained improvements in organizational and employee performance.

MANAGING HUMAN- Applies human capital strategies and human capital management techniques, and utilizes appropriate HR flexibilities to attract, retain, and leverage the skills and knowledge needed in the organization. Collaborates with human resource personnel on conducting workforce analysis to identify current and future leadership needs, employee competencies and staffing levels within office or organization. Supports and plans for organizational and employee developmental needs, and creates an environment for continuous learning. Motivates and guides employees in achieving DOT and organizational goals. Acknowledges and rewards superior performance. Addresses, attempts to resolve, or takes formal actions relating to performance or conduct problems.

MANAGING RESOURCES- Communicates with and involves employees in the decision making process. Implements DOT business processes using a variety of resources to achieve goals. Utilizes resources to support change processes. Insures that resources are used effectively to produce results. Allocates and monitors usage of financial and physical resources within actual span of control. Anticipates future requirements, develops plans and establishes priorities. Considers immediate and long-term needs in determining resource allocation. Develops management controls and takes actions to reduce agency vulnerability.

EEO/DIVERSITY- Emphasizes the value of EEO and diversity efforts through effective leadership. Shows consideration for cultural diversity and other differences, resulting in an environment where people work together to achieve organizational goals. Demonstrates sensitivity to individual and cultural differences and ensures that different views are taken into consideration. Promotes change and new information, adapting work behavior and methods accordingly.

COUNSELING RECORD/INDIVIDUAL PERFORMANCE STANDARDS

DATE OF COUNSELING	EMPLOYEE SUPERVISOR INITIALS	KEY POINTS MADE
INITIAL		
LATER (Optional)		
MIDPOINT		
LATER (Optional)		